Information Technology Investment Board

IT Infrastructure Committee
DRAFT Minutes
Thursday, April 17, 2008
Chesterfield Enterprise Solutions Center (CESC)
11751 Meadowville Lane
Chester, Virginia 23836

Attendance

Members Present:

Leonard M. Pomata, Chair

Mary Guy Miller, Ph.D.

Mr. Scott Pattison

Hiram R. Johnson

James F. McGuirk II

Others Present:

Fred Duball, VITA

Honorable Aneesh Chopra

Walter Kucharski, Auditor of Public
    Accounts

Doug McVicar, Northrop Grumman
    Corporation

Welcome and Call to Order

IT Infrastructure Committee Chairman Len Pomata called the meeting to order at 10:15 a.m. At the request of the Chairman, Mr. James McGuirk called the roll and confirmed the presence of a quorum.

Approval of the Minutes

Mr. Pomata introduced the draft minutes from the January 17, 2008, meeting. He then asked for a motion to approve the minutes as presented.

Mr. Hiram Johnson made a motion to approve the minutes as presented; Mr. James McGuirk seconded the motion. The motion passed unanimously.

IT Infrastructure Partnership Briefing

Chairman Pomata asked Mr. Duball, VITA and Mr. McVicar, NGC, to provide an update on the IT Infrastructure Partnership. Mr. Duball noted that the update would cover the areas of service delivery, transformation, transition to managed services, partnership financials and the recently completed audit by the Auditor of Public Accounts (APA). Mr. Duball then moved to the first item on the agenda.

Service Delivery

Speaking to the presentation material, Mr. Duball reported that slide three shows a high level dashboard overview of the Service Delivery Dashboard. He noted that there were a couple of outages that occurred in March. There was a seven hour outage limited to agencies accessing the WebSphere Application Server (WAS) on one mainframe. Mr. Duball added that four logical machines were re-started to clear the WAS issue, which resulted in an hour and a half outage. Mr. Duball then informed all in attendance that even with the outages we are exceeding the SLA's that we have. The trend is still positive looking and things in the central field metrics continue to meet or exceed performance targets.

With regards to the Central Operations Metrics, Mr. Duball reported that the chart listed on page four of the presentation breaks metrics into details. He noted that the mainframe availability went from blue to green due to the outages. Total performance recovery from fourth quarter 07 to first quarter 08 in all Central Operations Metrics meet or exceed expectations. Mr. Duball then reported that the voicemail response is not capturing a SLA in voicemail response because we will be answering the calls instead of them rolling over to voicemail. He then directed all in attendance attention to the white column on this chart which shows circuit availability. He noted that we are moving circuits to the new MPLS network and this represents the performance of the sites that have been transferred.

Moving on to Field Metrics, Mr. Duball reported that this is broken out into different domains. This is an environment in which there is manual and automatic collection of activities. He added that as we transform there will be less and less manual collection of metrics. Total performance recovery from fourth quarter 07 to first quarter 08 across all field operations metrics meet or exceed expectations.

Mr. Duball then reported on significant incidents that occurred. He informed all in attendance that the Department of Taxation (TAX) had a significant outage caused by a failed circuit that led to a Domain Name System error and there is an action plan that will be completed by the end of April to eliminate this from happening again. The Department of Conservation and Recreation (DCR) had a significant outage caused by improper Daylight Saving Times (DST) updates prior to March 9. The carrier partner made the necessary change to the software to correct this problem. He then reported that VITA had a significant incident with the MPLS network outage for two hours. The root cause was a failed Ethernet card connection to a router. The card was replaced and service was restored. He added that there are two actions to be completed and this will be resolved by the end of April.

Mr. McVicar reported that the Request for Service (RFS) is the project work we do for the agencies that will add or change capabilities for the agencies. Mr. McVicar noted that we have had a number of challenges in the RFS world. He acknowledged that we have received customer feedback that the process is taking too long. We have been inconsistent in meeting delivery dates; therefore, we are taking a number of actions to improve the process and performance in this area. Mr. McVicar noted that we need to do a better job of educating customers on the process and delivery times. He then announced that we are in the process of internally rolling out training to the delivery staff on how to communicate this to the various agencies and how to track our progress through this pipeline. He added that we have had some challenges and the root cause is working with the contract itself to be able to bill for the services once delivered. Mr. McVicar noted that we have come up with new methodologies to be able to bill once delivered and these efforts should continue through July 1. He then reported that we have brought in sufficient resources to support the customer request volume. We have hired an RFS Capture Manager, who will interact with the customers and escort their work through the process. We have also hired an engineer in the network/voice/security tower. Chairman Pomata asked whether his view was that the issue is processing the request or delivering the service once it is processed. We need a spectrum as to what the issues are in this process. Mr. McVicar replied that the problem is planning in providing a delivery date for capabilities that meet the customer needs. We have had issues with meeting that date. He noted that we are coming up with a

way to solution and price. Once we get through planning, funding and to delivery we have been successful. To the second part of the question with regard to the scope; it ranges widely. If it was a web server we could do that within a day. The bigger challenges are when agencies have moved portions of their facilities to other agencies. We have to make sure that the technology arrives in time and we are coordinated for the move.   The challenge is we have these massive transformations and we have to fit this project in with the staff as the transformation is going on. Mr. McGuirk asked what is the volume from a dollar prospective for this RFS process.   Mr. McVicar replied it is $5 million of new capabilities.   Mr. Duball added that from the start to date it is $12 to $15 million, which some is not incremental. Mr. McGuirk then asked after pricing the solution is the driving factor converting the requirement into solutions or pricing and the changes to the contract. Mr. Walter Kucharski, Auditor of Public Account, replied that we look at this as part of our study. The answer is complex. There are issues that need to be worked with NGC. Clients do not know what NGC role is in this process. There are multiple points that NGC can enter into this process and it needs to be done on the front part of the process. The question then becomes how does VITA become proactive in the front end. Mr. McGuirk then noted that he understood what Mr. Kucharski was saying; however, it leads him to the issue of the flexibility of the contract; is it capable to price solutions easily or is this difficult? Mr. McVicar replied that the contract is not the limiting factor right now. We have found a way to deliver and work out the details, there is a Memorandum of Agreement (MOA) between NGC and VITA being used today. The issue lies in the churn of discussion, solution and giving a price. Chairman Pomata asked that the Board be polled and look at the macro process that integrates this process outside the scope of what the Partnership can do in regards to the front end of this process.

Continuing, Mr. McVicar reported on the Pay to Procure (P2P). We have made progress in the process of making purchases on behalf of executive agencies. We have steady improvement the second half of last year. It was a struggle the first quarter of this year due to a new ERP system. He noted that some of the issues are from the way we change the tools the procurement staff used and roles changed all at one time to be more efficient as a company. Mr. McVicar then reported that with standard products our target is to deliver in 20 days for 90% of the product. He then noted with regards to the non-standard products there are five categories. In most categories except software we show improvement. He added that with software we needed to get security certificates identified, get the root cause; make the changes and add staff to deal with backlog in addition to the year end workload that has come up. Mr. McVicar then announced that notices have gone out to the agencies requesting that they get their year end purchases in and we are handling the new orders within tolerance of the new process. He then noted that the agencies will get their bills by the end of the year. Mr. McGuirk asked if there was a target date for these to be delivered. Mr. McVicar replied that we have broken the 20-day target down into the different elements that we track when the order is entered into eVA. There is a tech review phase to determine if these items should be purchased then there is a hold awaiting entry into the NGC supply system. They approve the purchase request sent to the buyer in NGC to purchase. Mr. McVicar informed the Committee that he did not have the timeframe at this moment; however, he could get it to them. Chairman Pomata asked for the metrics for a PC to be delivered in two weeks. He wanted to know where we would be in April making progress. Mr. McVicar replied that we will be back where we were by June. He added that the expectation is to be back to 20 days for 90% for all standard products. The next step would be down to 15 days as the next target.

Transformation

Mr. Duball reported that with regards to transformation accomplishments we have completed 21,000 transformed devices in the desktop refresh area. We have converted 675 sites to MPLS in the network refresh area. There has been a lot of activity in the server space in agency locations and moving agencies into CESC and SWESC is a huge focus with regards to the Disaster Recovery (DR) activities. He added that NGC has made management changes that have resulted in a renewed focus in expertise. Mr. Duball then directed all in attendance to page 15 of the presentation which was the ITP Transformation

Summary. He informed all that this gives you a glance of last quarter and first quarter goals. There was an increase in the network and desktop space. He reported that there was DR testing conducted over the weekend and there were 19 agencies participating. Mr. Duball noted that we did better than last year by moving into a dedicated facility – we lessened the risk and we got further than we ever did with any DR testing.   Mr. Duball then announced that we worked closely with Virginia Department of Taxation (TAX) and extended that test out to Tuesday. The early signs are TAX is pleased with the test. He then included that some tests are still ongoing which is a benefit. Measurements are tending positive and we are still assessing those completed. Mr. Hiram Johnson asked whether the agencies planned to participate or were they picked by VITA. Mr. Duball replied that these are customers that used the old SunGard contract. He noted that some of the technology we employed enabled us to do our job much easier. Mr. McGuirk asked when looking at the DR test we understand that it is our role as the Partnership to provide the capability of DR; have we started to talk about what agencies go in what order. Mr. Duball replied that there are activities occurring in the Commonwealth of Virginia Preparedness but there is no decision on who goes first. Mr. McGuirk then asked are we involved in the discussion of the decision as to who goes first. Mr. Duball replied that no; however, we could find out if a timeline or decision date has been made and report back to you. Chairman Pomata noted that COOP is the larger issue here and the Governor/Secretary of Technology level is working on this. Mr. Duball added that COOP owns it. Chairman Pomata asked do we not have requirements other than the 72 hour recovery. Mr. Duball replied that we have taken a vertical look at this and we need to take a horizontal look at the COOP. BIA and BCP processes should come first. Chairman Pomata asked with regards to the milestone chart were these completed in the first and second quarter. Mr. Duball replied that the first quarter was completed and the second quarter was projected. Chairman Pomata then asked were they completed on time. Mr. Duball replied that the first quarter was completed on time.   Chairman Pomata asked that Mr. Duball and Mr. McVicar report on all the milestones the Partnership is facing in the next couple of quarters and the risk associated with the milestones. Mr. Duball and Mr. McVicar replied that they could get the Committee this information.

Moving on, Mr. Duball directed the Committee's attention to the Transformation Dashboard. He reported that this chart is by domain and a dashboard view. He then drew attention to the Cross Functional area of the chart. When you install new equipment sometimes that fails so you need processes in place in case it fails and then you need to educate and train people to use these processes. Chairman Pomata asked is this just ITIL. Mr. Duball replied this is also the procedure manual. ITIL is the framework. Chairman Pomata then asked how many of the processes already exist. Mr. Duball replied we do not have a count; however, there are hundreds in the books and we are trying to manage this extremely carefully. Chairman Pomata asked when will this go green. Mr. Duball replied that transformation will not be completed until early 2009. Chairman Pomata asked why is it yellow. Mr. Duball replied that we are projecting that these may be late. Chairman Pomata noted that it would be useful to have the when answered for these.

With regards to the managed service commencement date of July 1, 2008, Mr. Duball reported that we are entering into a managed service environment and there are policies that need to be met. We are doing SLA management today and things are at a fixed cost. There are tools, procedures and managers to manage this environment effectively.

Transition to Managed Services

Mr. McVicar reported that in the Data Center Services Transition the biggest tower, mainframe, is in great shape, it has been moved and we have the backup mainframe in SWESC. He noted that it was tested last weekend in the DR environment and it worked well.   Mr. McVicar then reported that server assessments have been completed and we estimate that 600 servers will be consolidated as of July 08 to this facility. We completed the expanded advanced tape robotics to improve performance and reduce floor space; this was tested through the DR and went well. He then noted that there are still some facilities requirements still remaining that will be completed in July at SWESC. We have improved

the uptime rating from Tier 1 to Tier 2 and improvements are ongoing.   He added that we have an emergency generator and have additional backup up for air conditioning, etc. Mr. McVicar noted that these changes will be in place by May. Mr. McVicar then directed the Committee's attention to the chart at the bottom of page 19 of the presentation.   He reported that the color codes are intended to show the month the capability is due to be delivered. Things that have been delayed are in yellow, future things are in green and completed things are in blue. He then reported that Milestone #11 (Mainframe move to CESC) was moved to CESC in December, delivered in February and has not been completed as of yet.   Milestone #13 (Tape Automation) has been completed. Milestone #12 (DR Infrastructure to SWESC) we used last weekend for testing. It is due in March and the hardware has been delivered but it needs documentation to be met. He then reported that the DR test at SWESC is yellow and should be compete by the May 1st deadline. The SLA's are showing steps we need to go through for the design, interim reporting, and performance reporting. Mr. McVicar replied to answer the question as to when things will turn green – July 1st is the drop dead deadline to get this from yellow to green. Chairman Pomata asked is this date for this chart. Mr. McVicar replied in all cases.

Moving on to the Network Service Transition Mr. McVicar reported that we are making progress. 657 sites have been converted to date and we estimate that 900 of the 1,980 sites will be complete by July 2008. The Open View Performance Indicator monitoring will be going live this month and we are in the process of rolling out Milestone #41 (LAN Migration).   Milestone #39B (Enterprise NOC) will be delivered in April; we had one test failure and we are working on that. He added that Milestone #42 (LAN Migration) we have to work out the port count process to bill for the ports. Once we count over in July 1st we need to work on details and this could be delayed. With the SLA's we are interim reporting for the Network. Procedures will be delivered next month.

Reporting on Desktop Services transition, Mr. McVicar reported that we have initiated discovery by installing the desktop Altiris agent for all agencies except Virginia State Police and Virginia Department of Emergency Management. Milestone #24 (Quarter 4 Refresh) has been completed, Milestone #25 (Quarter 5 Refresh) is on track for April and Milestone #26 (Quarter 6 Refresh) is on track for June. He added that we are on track with the SLA's and procedures. Chairman Pomata asked are the first and last bullets equivalent. Mr. McVicar replied that the refresh process is where we deliver a new device to a desktop, the Altiris was installed on old desktop to be counted. Chairman Pomata then noted that not all agencies are the same size is there any metrics on the small agencies. Mr. McVicar replied that we could get you that information; however, we track it by the device. Mr. McGuirk asked how many pc's will be refreshed. Mr. McVicar replied 49,000.   Mr. McGuirk then asked how many in the Commonwealth of Virginia. Dr. Mary Guy Miller interjected 67,000 is that the total number of desktops and laptops. Mr. Duball replied that this is the baseline and it is a number less than that. He noted that we would like to get the number correct to report back to you. Mr. McVicar then replied that we have people that can answer this for you. Mr. McVicar then asked Mr. Ed Moore, NGC to get the number of refreshed desktops and laptops for this Committee.

Continuing to the Help Desk Services Transition, Mr. McVicar reported that with the Peregrine roll out there is a 90 day evaluation. The first 30 will be evaluation and the second 30 Avaya will be collecting the knowledge about the Enterprise. We then cut over to the new telephone system and the operators are trained about the agency and then there is a 30 day period to bring the agency up. He noted that we expect to be performing to this soon. Mr. Mcvicar then reported that today 48 agencies are on Peregrine and only 39 of the 48 agencies are on the new Avaya system but by July we expect to be at 62. We are tracking the implementation of a backup system for the help desk and this should be in place by June. He added that today this is backed up to tape and it will be in real time in the future. He then noted that Milestone #63 (Transition Service to SWESC) was delivered, Milestone #64(Production Incident Management System/SPOC) is planned for July. It is yellow due to the support tools needing to be changed in Peregrine. We are at risk with

getting these changes in place and we are working to make this green. He added that with regards to the SLA's five will go live in year three on track with the design and reporting.

With regards to Messaging Services Transition Mr. McVicar reported that last quarter there were problems with implementation. We did a pilot at the Virginia Department of Housing (VDH) and had problems. We shut it down to understand the problems and take corrective actions. In March we restarted the process and rolled out complete with VDH. We are in the process of re-planning this tower to bring it back. The final date is a year away and we feel we can complete this.

Continuing, Mr. McVicar reported on the Security Services Transition. He reported that we have made significant progress in this area. There is an open action to test fail over between internet gateways and we are still trying to schedule this. He added that we have one risk with the Security Dashboard and that is delayed allocated resources to get this completed. Milestone #55 (Enterprise Security Operations Center (ESOC)) is scheduled to be delivered by June and we are on track with design and restoring by the July 1st date.

Mr. McVicar then reported that in the Asset Management Reconciliation area we try to keep accurate inventory count of all assets. He noted that we have struggled in getting agreements with ourselves and the agency to get an accurate count. He added that the purpose is to make sure all infrastructure assets are accounted for and make adjustments where there are discrepancies. Inventory accuracy is critical for billing and meeting service needs. He then announced that the Virginia Department of Motor Vehicles has stepped forward to pilot the reconciliation process. Mr. McVicar then reported that we have re-planned the schedule as to how to plan the asset count with each agency. The schedule will show month by month where we will go for asset reconciliation. By July we will have 27 agencies or 30% of total assets counted. Dr. Guy Miller commented that we need to understand the colors on the chart; the remaining has me lost. Mr. McVicar replied that we will have to get you an answer for the colors of this chart.

In the Cross Functional Services Transition area Mr. McVicar reported that this provides common process and service to all the different towers for the procedure manual as well as the ITIL implementation. Milestone #7 (ITIL Process Optimization) is red and we expect to deliver the documentation; however, the burn in period will take a bit of time. It will be at least six months for maturity to be visible for this. He added that there will be some risk to the overall procedures. Procedures are red due to the review and cost.

With the Workforce Transition Mr. Duball reported that staffing transition is planned for completion in April of 2008. He noted that most employees left due to retirement and personal pursuits. We track the trend and reasons. As transformation progresses the location and the make up of the jobs will change. In the helpdesk area, as it matures, some staff may have to move or be retrained to do other jobs. Mr. Duball then reported that there is staffing transition planning in place to help people acclimate to new jobs or places. This is a Change Management activity and we are not concerned with the numbers given the cause. Mr. McGuirk asked with the workforce transition I noticed in the slides that there was discussion of additional staffing changes; is there a way to look at how many people are involved in this particular Partnership. You have people that were Commonwealth people that moved from VITA to NGC and this says that we have 40 people still here. With the VITA managed how many NGC people are involved. Mr. Duball replied that this number does not show contractors. Mr. McGuirk commented that he does not care where they come from; I just want to know how many people are involved in the program and how many has NGC added to the program. Mr. McVicar replied that we would have detail statistics and will be happy to give you exact numbers. Mr. McVicar thought that the total was 1200. Chairman Pomata asked that Mr. McVicar and Mr. Duball start to present staffing numbers as we look at transition areas where there is green and yellow along with how many people are involved. He added that he knows that they will not be there forever and staffing will come down. But if we could get a feel of how many people are involved it

doesn't matter if they are contractors or not. Mr. McVicar then replied that with rough numbers there are 200 to 400 in transformation and 800 in service delivery.

Continuing in the Risk and Issues area Mr. Duball reported that the Integrated Master Plan had to be rebaselined. Split Operational Environment increased complexity and cost to NGC. Transformation Completion will be by 2009 and the IP readdressing has some challenges and this needs to be done carefully. He then announced that there is interest emerging with the county/city government, higher education and federal customers. There are application hosting opportunities in discussion. We are holding on serious movement with new customers until a stable environment is provided to current customers. We expect by August 2008 to entertain serious discussions with new customers. Chairman Pomata asked when the integrated master plan is to be completed. Mr. Duball replied that there is a plan right now but no date. He noted that he has info that the plan can be done by May 31, 2008; however, Mr. Duball is not comfortable that this date can be reached due to the various issues. Mr. McGuirk asked Mr. McVicar when you plan to deliver a plan. Mr. McVicar replied that we are delivering a plan incrementally. We are still working on interactions with customer agencies and sitting down to let them know when they need to go and there are some wild cards but they could be non executable. Mr. McGuirk noted that I understand the dependency of outside sources; are you saying that the dependencies on outside activities are the long pole and you would attempt for May 31, 2008. He then asked if you could dictate that you could provide product to the agency, when could you have a plan. Mr. McVicar replied that we believe we can have it by the May 31 date. Mr. Duball interjected that it is imperative that we have a plan that is reflective of the roles and responsibilities that will be reflective of the agency. Mr. McGuirk asked in an integrated plan what two components must you have and do you have a slide time to discuss with the agencies. Mr. McVicar replied that the date is May 31st. There are still risks with that date that we will not have agencies buyin. Mr. McGuirk asked do you not have a firm date that you agree that you can get a date. Mr. McVicar replied not we do not. Mr. McGuirk noted that we need a schedule that says here is when the plan can be ready and here is when it will be ready based on the agency buyin. He added that he would like a date for the plan if VITA and NGC are involved in the input and a date with the agency having all the input.

Partnership Financials

Mr. Duball reported the current forecasted run rate reflective of $5.5 million will carry forward a credit. He noted that the actual year to date spend is below projection due to delay in milestone completion/payments and ramp up of Current Ops spend is not yet complete. Chairman Pomata suggested that we have a discussion on what the financial chart will look like for next meeting and what we are trying to measure.

APA Audit Findings

Mr. Duball reported that the APA presented us with findings and we have listed the actions we intend to take to resolve the findings. Finding #1 we have new management and resources in place to meet this July 08 date. Finding #2 the APA team is working with us on data collection docs to show details. Mr. Duball noted that we have a lot of work to do in this area and we are focusing to make sure we have the right Data Collection Documents (DCD's) in place. Chairman Pomata asked at the time the audit was conducted where are we now; you say we can do this by July, well of the 56 are they all started now. Mr. Duball replied we will get that exact number to you before you leave today Mr. Chairman. Moving on, Mr. Duball reported that Finding #3 we are focused on improving the RFS process to clarify roles and responsibilities. We are confident this will progress. He added that we will get more involved earlier to understand the requirements. We will also help the agencies understand that they should not be buying stuff and we should get to know their business needs. Finding #4 with us reporting to this Committee and the Board hopefully the Committee has seen progress in this report. Mr. Duball assured the Committee that we would continue to work close with the Chair to improve this report to meet the Board's needs now and ongoing. Chairman Pomata asked are we in a position to base service delivery and Commonwealth cost impact analysis. Mr. Duball replied that we need to sit

down and talk about this to see if we can handle this. Chairman Pomata then asked if there is a management response to the APA report. Mr. Kucharski replied that yes there is. Chairman Pomata noted that the impact could be legal or damaging if there is a mandate. Mr. Kucharski replied that if it is a new system that is part of the PMP Report to you when we are responsible for the billing in the process. Chairman Pomata replied that the totality seems that it would not want to hold VITA/NGC to understand the total scope of the failure. Mr. Kucharski replied that this is not what this is intended to do; we need what the cost is - the baseline and not legal ramifications, etc.

Other Business

Chairman Pomata asked if there ware any questions from Committee members.
There were none.

Chairman Pomata then asked if there ware any questions from non-Committee members. There were none.

The Honorable Aneesh Chopra asked on the RFS issue and the P2P are they linked; are the servers in the RFS that are in the P2P end point that affect the numbers. Mr. Duball replied that P2P is end user. Secretary Chopra then asked with the tension on timing of transformation that may not go with the RFS process – the RFS timing may have their own limits, this may not fit in the schedules. How do we bring that up and adjudicate this. Mr. Duball replied that we work with the customer to see if the project deadline is flexible for transformation. We need to do a better job getting to the conversation quicker. Overall the business needs should override the transformation needs. Mr. McVicar added that we have delivered equipment early to avoid delay. We look at the impact and try to be smart so there is no lost effort. Secretary Chopra then asked will this fit the Integrated Master Plan. Mr. Duball replied absolutely. Secretary Chopra then asked with regard to asset reconciliation how this affects the billing; are they retro specifically if they are late. Mr. Duball replied that they are prospectively. Secretary Chopra then noted that the ERP system will be a single stop and will this feed into NGC. Mr. McVicar replied that it does not do that today.

Chairman Pomata noted that there has been good dialogue here today. He then recognized Mr. Dave Zolet, President, NGC, who was in attendance of this Committee and we appreciate his support of the NGC team. Chairman Pomata noted that we are reaching a major reflection point in July and we all hope it goes smoothly. Chairman Pomata then suggested that we may want to have a telephone meeting prior to the July ITIB meting.

Chairman Pomata asked if there was any other business new/old for discussion. There was none.

Public Comment

Chairman Pomata asked if there was any public comment. There was none.

Adjourn

Chairman Pomata asked for a motion to adjourn.
Mr. McGuirk made a motion to adjourn the meeting; Mr. Johnson seconded the motion. The motion passed unanimously. The meeting adjourned at 12:07 p.m.